



Welcome to the world of Trelleborg

Group update

February 14, 2024



Peter Nilsson

President and CEO, Trelleborg Group



A better Trelleborg

**Better
growth profile**

**More
profitable**

**Less
cyclical**



Trelleborg Industrial Solutions



Trelleborg Sealing Solutions



Climbing the value ladder

Scale up and accelerate

Planned succession of business area president

Peter Hahn

Business area president
Trelleborg Sealing Solutions
until April 1, 2024



Jürgen Bosch

Business area president
Trelleborg Sealing Solutions
as of April 1, 2024



Trelleborg Sealing Solutions



Press release

Trelleborg, February 14, 2024

Jürgen Bosch appointed President of Trelleborg Sealing Solutions and member of Group Management

Jürgen Bosch has been appointed new Business Area President of Trelleborg Sealing Solutions and member of Group Management effective from April 1, 2024. Jürgen Bosch is currently heading the Global Aerospace business as well as Industrial Europe within the business area Trelleborg Sealing Solutions. He has held various senior positions in the business area since 2010.

As a planned succession, Jürgen will replace Peter Hahn as new Business Area President. Peter Hahn has decided, after 23 years at Trelleborg, including seven years as President of the business area Trelleborg Sealing Solutions, to continue to work for the Group in a new role as a senior advisor focusing on development projects.

"Jürgen Bosch has shown strong leadership and good results for many years. He will continue to lead the growth journey within industries such as aerospace, semiconductors, food processing, robotics and automation. An important task will also be to realize the full synergies from recent acquisitions", says Peter Nilsson, President and CEO of Trelleborg.

Trelleborg has, as previously communicated, decided to establish the new business area Trelleborg Medical Solutions. The new business area will consist of the healthcare & medical operations within the Trelleborg Sealing Solutions business area including the signed acquisition of Baron Group.

"I would like to thank Peter Hahn, who has successfully led the business area for the past seven years. His dedication to provide the best solutions for customers combined with a strong focus on applications in selected segments, has laid the foundation for the positive development. I am pleased that he will continue to support the Group in a new role as senior advisor," continues Peter Nilsson.

The new organization will be implemented from April 1, 2024. In March, Trelleborg will report restated financial figures for both Trelleborg Medical Solutions and Trelleborg Sealing Solutions in its new structure. The Trelleborg Industrial Solutions business area will not be affected by the new Group organization.

Jürgen Bosch, today heading the Global Aerospace business as well as Industrial Europe in the business area

Continued focus on fast-growing market segments

The new organization will be implemented from April 1, 2024

Our strategy remains

Trelleborg Sealing Solutions



Scale up and accelerate



Jürgen Bosch

Business area president
Trelleborg Sealing Solutions
as of April 1, 2024

Focus on speedboats

Aerospace



Renewables



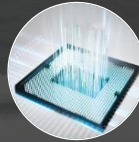
Electrification



Food, Beverage & Water



Semiconductors



Modular construction



Industrial automation



Automotive niches



Hydrogen



LNG



Water infrastructure



Automated warehousing





Press release

Trelleborg, February 14, 2024

Trelleborg to establish a new business area to strengthen focus on healthcare and medical

Linda Muroski appointed President for the new Business Area and member of Group Management

Trelleborg Group has decided to establish a new business area, Trelleborg Medical Solutions. The new business area will consist of the healthcare & medical operations within the Trelleborg Sealing Solutions business area including the signed acquisition of Baron Group. The business area will reinforce Trelleborg's focus on the fast-growing healthcare and medtech industry.

The head office of the new business area will be located in Minneapolis, USA and led by Linda Muroski. Linda is currently heading Global Healthcare & Medical as well as Industrial Americas within the business area Trelleborg Sealing Solutions.

"The Healthcare and Medical market segment within the Group has grown successfully for several years. We are now establishing a platform from which we intend to grow further. With the recently signed acquisition of Baron Group and the upcoming new facility in Costa Rica, the market segment will represent a larger share of the Group's sales. Linda Muroski, who has successfully led the Global Healthcare & Medical business within Trelleborg Sealing Solutions for several years, will become President of the new business area and will join the Group Management," says Peter Nilsson, President and CEO of Trelleborg.

The healthcare and medtech markets are projected to grow more than five percent annually, driven by increased healthcare spending, an ageing population, a growing middle class and rising demand in the Asia-Pacific region.

Trelleborg Medical Solutions will offer a broad portfolio of polymer-based solutions for both medtech and biopharma. The business area will initially generate sales of about SEK 3.6 billion proforma on a yearly basis, including the acquisition of Baron Group. The operations will comprise fourteen production facilities and four tool and innovation centers spread all over the world. Sales and production are geographically largest in North America, followed by Asia and Europe.

The new organization will be implemented from April 1, 2024. In March, Trelleborg will report restated financial figures for both Trelleborg Medical Solutions and Trelleborg Sealing Solutions in its new structure. The Trelleborg Industrial Solutions business area will not be affected by the new Group organization.

New business area Trelleborg Medical Solutions

Linda Muroski, today heading Global Healthcare & Medical business as well as Industrial Americas in the business area

Reinforces Trelleborg's focus on the fast-growing Healthcare & MedTech industry

The new organization will be implemented from April 1, 2024



Trelleborg Medical Solutions

New business area as of April 1, 2024



Linda Muroski

**Business Area President
Trelleborg Medical Solutions
as of April 1, 2024**



Leadership profile

Trelleborg Sealing Solutions

- Heading Industrial Americas since 2016 and Global Healthcare & Medical added in parallel from 2019

Education

- Bachelor of Science in Business Administration Ramapo College of New Jersey
- MBA Pennsylvania State University

A recognized leader

- 2022 Rubber News Executive of the Year
- 2021 Industry Era's 10 Most Inspiring Women

Medical device market offers growth and stability

Trelleborg Medical Solutions

Your partner for life changing technologies

Polymer-based, full solutions provider

Partnering from concept to full device production



A growth area

>5% CAGR for the overall industry, higher in niches

Increasing expenditures

Aging global populations

Rapid growth in Asia

Trelleborg Medical Solutions

Your partner for life changing technologies



~2 000

Employees²



~3 600 M

Proforma sales², SEK



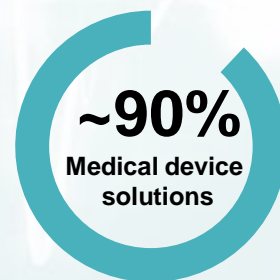
14

Manufacturing sites^{1,2}



4

Innovation centers



Restated financials, including EBITA, will be presented by end of March 2024

Our segments and business positions



~90%
of sales

Medical device solutions

Medical disposables

Medical implantables

Seals & precision components



~10%
of sales

BioPharma solutions

Single-use systems

Bio-reactors

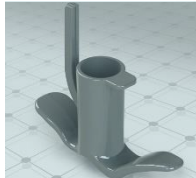
Seals & precision components

End-to-end development partner to our customers

Our expertise spans from product design to development of materials



Product
concept



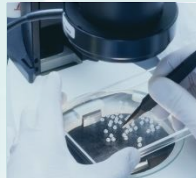
Design
support



Prototyping



Toolmaking



Clinical and
regulatory



Device
assembly



Sterilization
management



Global
production

Providing full solutions from concept to finished packed medical devices

Serving top 75 global OEMs

Leveraging key relationships to drive growth

Medtronic

MAQUET

Johnson & Johnson

FRESENIUS
MEDICAL CARE

B | BRAUN
SHARING EXPERTISE

sartorius

abbvie

MicroPort

SARSTEDT

Dräger

Boston
Scientific

Abbott



~200
customers

Trelleborg Medical Solutions in the medical device industry

End-to-end development partner for our customers

The most global Liquid Silicone Rubber (LSR) solutions provider

State-of-the-art manufacturing and cleanroom capabilities

Global engineering partner with a comprehensive portfolio

Our strategy

Your partner for life changing technologies

Ambition to reach sales of

SEK >5 B

Strategy for growth

Trelleborg Medical Solutions



**Exposure to higher
growth segments**



**Growing
capabilities**



**Increasing
capacity**



**Accelerated growth
through acquisitions**

Strong long-term growth in our selected niches

>5%
CAGR



Medical device solutions

>10%
CAGR

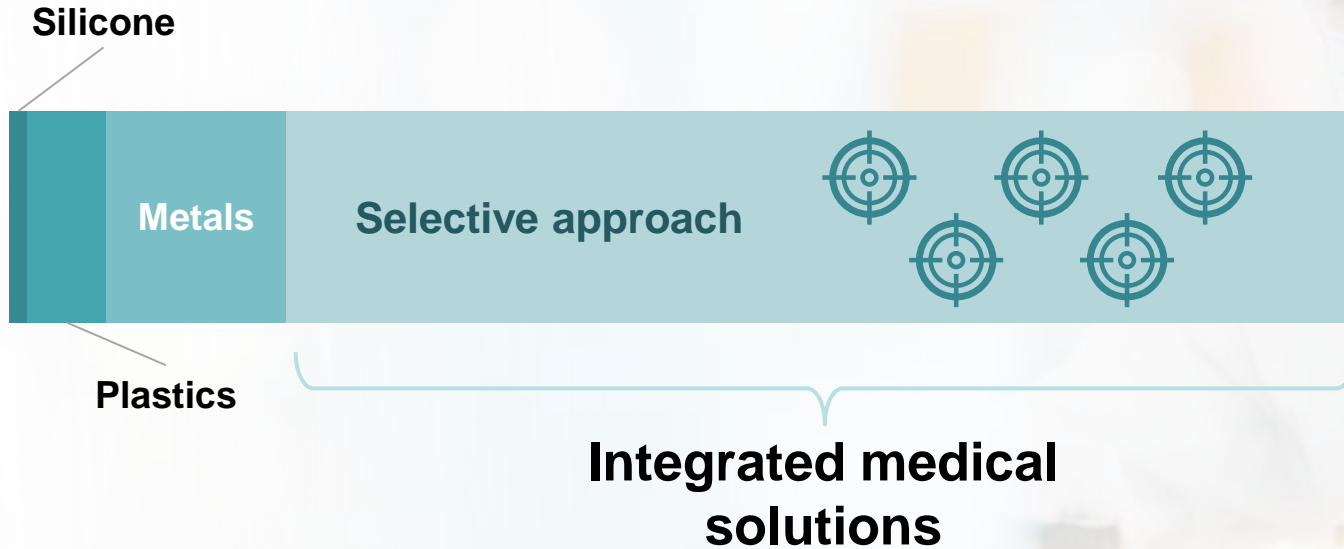


BioPharma solutions

Higher growth in selected niches where we operate, e.g. diabetes, single-use systems, integrated medical solutions and certain geographical regions



Growing share of customer wallet



Co-development with customers



Investments in capacity

Expansion on Malta

European growth platform for biopharma cleanroom applications

Opening 2024



Baron Group

Acquisition of world leader in LSR applications for the healthcare & medical industry

Signed in February 2024, pending closing



New site Costa Rica

Increased capacity to serve global medical OEMs in a world-leading medical hub

Opening 2025



An excellent fit for Trelleborg

Baron Group

Sales SEK ~1,000 M

>1,000 employees

Four manufacturing sites

World leading capabilities in complex LSR and silicone technology

Complementary capabilities in engineered plastics and rubber



Local presence, global capabilities



Acquisitions strategy



Acquisitions target high organic growth

Complementary technologies

Regional acceleration in APAC and Europe

Expanding platform in North America

Fast growing markets



**Ambition to reach sales of
SEK >5 B**

Global leader in critical applications

Accelerating organic growth in attractive niches

Becoming an integrated medical solutions provider

M&A as a catalyst for growth



A better Trelleborg

**Better
growth profile**

**More
profitable**

**Less
cyclical**



Trelleborg Industrial Solutions



Climbing the value ladder

Trelleborg Sealing Solutions



Scale up and accelerate

Trelleborg Medical Solutions



Platform for profitable growth

Business area presidents from April 1, 2024



Jean-Paul Mindermann
Trelleborg Industrial Solutions



Jürgen Bosch
Trelleborg Sealing Solutions



Linda Muroski
Trelleborg Medical Solutions



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